Nova Scotia Public Service Commission

Business Plan
2005 - 2006

Leadership and Excellence
in Human Resource Management

106-05422/

Table of Contents

Message from the Minister 1

Message from the Commissioner 2

Vision 3

Mission 3

Introduction 3
- Values 3

Planning Context 4
- The Opportunities and Challenges facing our Workforce 5
- Evaluation 6

Demographics 7
- Population 7
- Age Groups and Length of Service 7
- Gender Distribution and Occupational Groups 8
- Diversity 9
- Budget 11

Strategic Goals 11

Core Business Areas 11
- Leadership and Coordination 11
- Employee Relations 12
- Strategic Human Resource Management 13

2005 - 2006 Priorities 14

Budget Context 17

Outcome Measures 18

A Message from the Minister of Human Resources

The past year has been one of extraordinary effort, taking our vision of *leadership and excellence in human resource management* into its next phase. The development of government's *Corporate Human Resource Plan* was one of our major successes from last year's plan which will, this year, begin to become a reality as we move to implement its strategies.

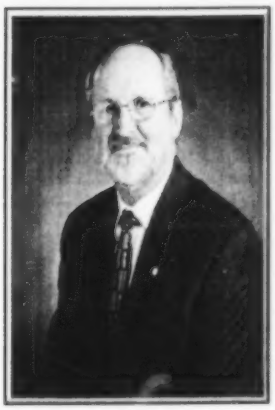
The *Corporate Human Resource Plan* will guide government as it continues to develop and ensure the future availability of a knowledgeable, dedicated, diverse and service-oriented workforce to meet the needs of Nova Scotians, and to act in the public interest for the public good.

I am very proud of the role that the PSC plays in providing leadership, strategic direction and expertise in human resource management to support a strong Nova Scotia public service, in partnership with line departments and the HR central service units (CSUs). The PSC is responsible for government's human resource policies, programs and services. Our collective efforts help sustain a respectful and safe work environment, build programs to develop our future leaders, and help government anticipate and respond to the changing needs of Nova Scotians.

I am pleased to introduce this year's business plan and look forward to working with employees at the PSC as we enter into another exciting year of making our vision a reality.

Carolyn Bolivar-Getson
Minister, Human Resources

A Message from the Public Service Commissioner



Last year the Public Service Commission (PSC) continued to shift its focus from the transitional to the "strategic" as recommended in the review of the Commission's human resource leadership role entitled *New Directions and Opportunities*.

We pursued four goals - the service excellence expectations of those we serve, the work-life interests and needs of those who serve, the safety and well-being of our workforce; and, the fair and consistent application of human resource policies, practices and programs.

In this past year, we completed the development of the *Corporate Human Resource Plan*. This new plan will be the foundation and context for government-wide action on such key challenges as – matching the needs of our citizens with our workforce planning, being a preferred employer, being a safe and supportive workplace, valuing diversity and being a learning organization. We achieved many of the other priorities set out in our 2004-2005 plan and this plan for 2005-2006 continues to build on these successes.

In the coming year our broader human resource goals will remain the same while our priority will shift to provide leadership with the implementation of a variety of key strategies, as identified in the *Corporate Human Resource Plan*. These include the release of the new recruitment video and recruitment tool kit, implementation of a corporate orientation program for new employees and an employee recognition program for all civil servants; continued action in response to employee opinion surveys; and on other key strategic initiatives such as wellness, diversity, performance and succession management just to name a few.

Before turning our attention to the excitement and challenges of 2005-2006, I want to express my sincere thanks to all PSC staff for their commitment and hard work this past year. Whatever success we've enjoyed has been a direct result of your efforts. I also want to thank front-line civil servants and department leaders for your cooperation and partnership.

All the very best in 2005-2006.

Richard (Rick) C.J. Nurse, M.H.Sc.
Commissioner, Public Service Commission

Vision

Leadership and excellence in human resource management

Mission

To provide leadership, strategic direction and expertise in human resource management to support a strong Nova Scotia public service.

Introduction

The Nova Scotia Public Service Commission's 2005-2006 Business Plan is based on the Commission's leadership role in helping government achieve its public service objectives and Corporate Plan.

"I believe that government should lead by example, develop progressive human resource policies that challenge our managers and unionized employees alike and recommit to our public sector to make Nova Scotia a model for the rest of Canada,"[1]
Premier John Hamm, August 2003.

It is this challenge to "lead by example", the Public Service Commission's legislative mandate (to ensure that government's human resource policies, practices and programs truly contribute to a continued overall strong, responsive, diverse and accountable public service) and, the government's *Corporate Human Resource Plan* which give direction and energy to this business plan.

The new Corporate HR Plan focuses more broadly on meeting the public service needs of Nova Scotians, the challenges of a changing workforce, the importance of a diverse workforce, of a safe and supportive workplace, and of work life balance. The Public Service Commission's business plan seeks to translate the Corporate HR Plan into action and into meaningful and measurable change.

Our Values

The Public Service Commission is also committed to leading by example; and, in this regard, our own environment, the public service workplace for which we share responsibility; and our interaction with those who seek our leadership advice or support will be reflective of government's HR values - Respect, Integrity, Diversity, Accountability, and the Public Good.

We will encourage and seek to model these values by:

- respecting each person's opinion and acknowledging their contribution
- making decisions and taking actions that will ensure ethically-sound, equitable, transparent and consistent human resource policies and practices
- promoting the value of diversity in our workplace and our community

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[1] Premier Hamm Names New Cabinet - News Release, August 15, 2003

- ensuring our decisions, actions and outcomes are communicated in an open and timely manner
- ensuring the wise use of resources entrusted to us
- developing human resource programs which contribute to improved service delivery

Planning Context

The Public Service Commission (PSC) is responsible for:

- corporate human resource policies, programs and services
- high quality human resource management principles, values, and practices
- ensuring fair and consistent treatment of staff
- acting as government's agent in, or advising on, collective bargaining

Today's human resource planners, managers and strategic leaders are very aware of the need to systematically anticipate the human resource needs of their respective organizations, be they public or private sector. As social and economic conditions change, so too do the needs and expectations of members of our workforce.

Many researchers in the field of human resource planning suggest that organizations, including governments, must truly begin to see and treat employees as assets. Organizations must provide employees with opportunities to enhance their skills and knowledge to better their effectiveness and commitment to public service. Organizations must compete aggressively in a competitive labour market where workers will bring a new set of values and expectations to the job search process[2]. These values are expected to have at least as much to do with finding meaningful work in a positive work environment, as with a target income.

The values shifts and our changing demographics (e.g. family status, age and lifestyles), will also drive organizations to place even greater emphasis on the fundamentals of workplace safety, team work, career and professional growth, and on the importance of one's work life balance. The demographics also serve to remind us that in the public service an aging workforce with options to retire in the foreseeable future will require an array of retention, knowledge transfer and succession planning responses.

There may also be human resource challenges that are unique to the public sector setting. Concerns continue to be expressed about the disengagement of our workforce in the absence of systematic recognition for their efforts and in the face of negative public perceptions and attitudes about the value and quality of the public service[3]. Managing this cycle by promoting public awareness through new initiatives which build on the successful experiences of Access Nova Scotia would begin to address and encourage proud public servants.

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[2] "Voices of Canadians: Seeking Work-Life Balance". Human Resource Development Canada, Labour Program, January 2003

[3] "Building a Strong Work Environment in British Columbia's Public Service: A Key to Delivering Quality Service". Office of the Auditor General of British Columbia, April 2002

If, as government and public servants, we are to plan wisely to meet the needs and expectations of the citizens we serve, then planning must occur with a focus on service excellence through the development and maintenance of a strong public service.

In its previous business plan, the Public Service Commission established a number of priorities. They included completion of a *Corporate Human Resource Plan*; analysis and communication of the first-ever employee survey; reaffirming our OH&S commitment and role; supporting the negotiations of key collective agreements; implementing an organization-wide wellness program; and more.

On all of these fronts we made considerable progress and for this we are grateful to all PSC staff and to all managers, public servants, and partner organizations who helped make the advances possible. That said, some of our progress was slower than we had hoped and, where necessary, projects and priorities have been reaffirmed in our 2005-2006 business plan. Predictably, some new priorities have also been added.

The Opportunities and Challenges facing our Workforce

Similar to other business sectors, both private and public, Nova Scotia public servants' demographics indicate we have an aging population. In 2004, 73% of the civil service workforce were over the age of 40 (same as in fiscal year 2003).[4] In this competitive labour market, the demands of those seeking a meaningful career and the balance of work and home life, must be addressed. Already our employees and the public demand high quality service from the Government of Nova Scotia as an employer.

The Public Service Commission wants to provide the tools necessary for the Government of Nova Scotia to be a preferred employer, a place that new graduates choose first, a place where employees feel fulfilled in their career choice, and a place that welcomes people from all the communities we serve. A place that understands that work and home life is a balance, and that safety for our people is a top priority. Workforce planning, knowledge transfer and professional growth are strategies that will be further developed in this fiscal year.

The Public Service Commission will contribute to the development of a corporate employee orientation program to help new staff and refresh current staff on the vision and goals of government, the opportunities for them within government, the culture and values we believe in and the recognition we promote for their contribution and achievements in their jobs. While many good department-focused orientation programs exist across government there is a need for a corporate level orientation to help new staff connect the broader vision and goals of government to their respective development and to their specific roles. This corporate orientation program will also promote a shared set of values and a shared culture of service excellence, diversity and continued learning.

Current and new employees will also need to see their expectations for professional growth and development and for career advancement and change reflected in government's human resource

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[4] Government of Nova Scotia: Age and Length of Service *(Data extracted from HRMS, January 25, 2005)*

policy and programs. In a recent employee survey only 38% of respondents felt they currently have such opportunities.[5] Whatever the reality this perception needs to be understood and changed.

Knowledge transfer has also been identified as a key interest to employees pursuing career advancement and to employees who may be approaching consideration of other career options including phased retirement. Peer support and/or mentorship programs which address government's knowledge transfer needs and the career interest of public servants in all stages of professional development and career advancement will be a part of this year's business plan.

A workplace that is safe and supporting and a workplace that is reflective of the citizens it serves contributes to improved services and to improved employee job satisfaction and commitment (engagement). This year's business plan priorities continue the Public Service Commission's strong commitment to these fundamental organizational goals.

Strategies for pursuing these goals will include additional action on leadership development and career planning, on diversity in the workplace and on improving our french language capacity. As well, the fundamentals of workplace safety will be pursued through continued vigilance in traditional occupation health and safety and, will be supported through a broader Healthy Workplace Strategy, workplace wellness research and changes to government's illness and injury management processes. It is our hope that these and other efforts will help more public servants than the 54% who responded to our employee survey achieve a more balanced work and family life[6]

Evaluation

We will be monitoring and reporting on our progress toward achieving our objectives identified in this business plan, and these measurable indicators will help us make decisions on the strategies, practices and processes used. Specific indicators and performance measures are identified later in this business plan.

The *2004 Employee Survey* showed us that of the questions asked in the survey, 42% of these questions were answered with a 60% favourable response.[7] Furthermore, the survey results suggested that employees were generally satisfied with training opportunities, government's approach to workplace safety and relationships with immediate supervisors. Concerns or perceptions about the application of government merit hiring practices, career advancement opportunities, leadership and the ability of employees to raise concerns without fear of reprisal were also expressed in this survey. Each one of these concerns has received significant focussed attention in the past year. A merit hiring audit was conducted and its results will be analysed and communicated in the near future, and disclosure of wrongdoing regulations and policy were

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[5] 2004 Employee Survey Question 32 "I have opportunities for a career advancement within the Government of Nova Scotia" 77% of employees felt it was important, and 38% responded favourably.

[6] 2004 Employee Survey, 16 "I am provided with support to balance my work and family life" 80% of employees felt it was important, and 54% responded favourably.

[7] 2004 Employee Survey, 20 of the 48 total questions asked in the survey exceeded the 60% response of favourable.

approved and implemented. Many departments have created employee survey followup teams and the input of their efforts will be assessed through future employee survey actions. Similarly, the impact of this business plan will also be assessed through the systematic tracking of benchmarks for or indicators of success.

Demographics

The Public Service Commission has demographic information which contributes to our understanding of the core public service workforce. This understanding is crucial in the development of strategies which drive human resource practices and contribute to the success of HR programs. Many initiatives have been under development in the Public Service Commission to improve monitoring, and to provide qualitative and quantitative research and statistics to aid in the planning of HR strategies. These include the development of an HR Report Card and the Business Transformation Program / eMerge.

Population

Over the last ten years, the Nova Scotia Public Service workforce has decreased. This has been influenced by specific programs, such as the Early Retirement Incentive Programs (ERIP) (1994-1998) and Transition Support Programs (TSP) (2000-2002). Our public service workforce stands at a headcount of 10,787 (as of December 31, 2004 HRMS Report), compared to 11,229 in 1993-1994 (a decrease of 4%). In the past year while the Nova Scotia Labour force grew by 2.4% the Nova Scotia Civil Service experienced a smaller 1.5% (110 positions) increase as new public services were introduced.

Age Groups and Length of Service

Within the last few years, the Nova Scotia civil service workforce has begun to experience a notable increase of employees in younger age groups. As of December 2004, 290 employees were under the age of 30, compared to 110 employees in December 2000 (163.6% increase)[8]. While this change is an encouraging one, the "under 30" numbers will need to continue to double in the years to come. Some of our youth recruitment initiatives, such as Career Starts, have contributed to this increase over the past several years, and we expect to see continued increases as a result of new public service recruitment and retention strategies.

The largest cohort of the civil service population has remained between the 40 - 49 years of age group (41% as of December 2004)[9], compared to 29% of the Nova Scotia employed labour force population in this age group in 2004[10] *(see figure 1)*. Of these civil servants aged 40 - 49 years, 53% have 15 -29 years of experience with the Government of Nova Scotia, while 32% of this age group have less than 10 years of experience. This measure highlights the importance of succession management and recruitment for the transfer of knowledge from mature employees to new to mid career employees.

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[8] Government of Nova Scotia: Age and Length of Service *(Data extracted from HRMS, January 25, 2005)*

[9] Government of Nova Scotia: Age and Length of Service: 2,965 40-49 age group / 7,268 civil service population as of December 2004. *(Data extracted from HRMS, January 25, 2005)*

[10] Labour Force Statistics by Age Groups - Department of Finance, Economics and Statistics Division.

As of December 2004, 52% of our civil service population had less than 15 years of service. Of this group 34% were between the ages of 30 - 39, and 37% were between the ages of 40 - 49. In December 2000, 57% of our population had less than 15 years of service. This suggests that we are still attracting new employees to government, but with limited positions available and our aging

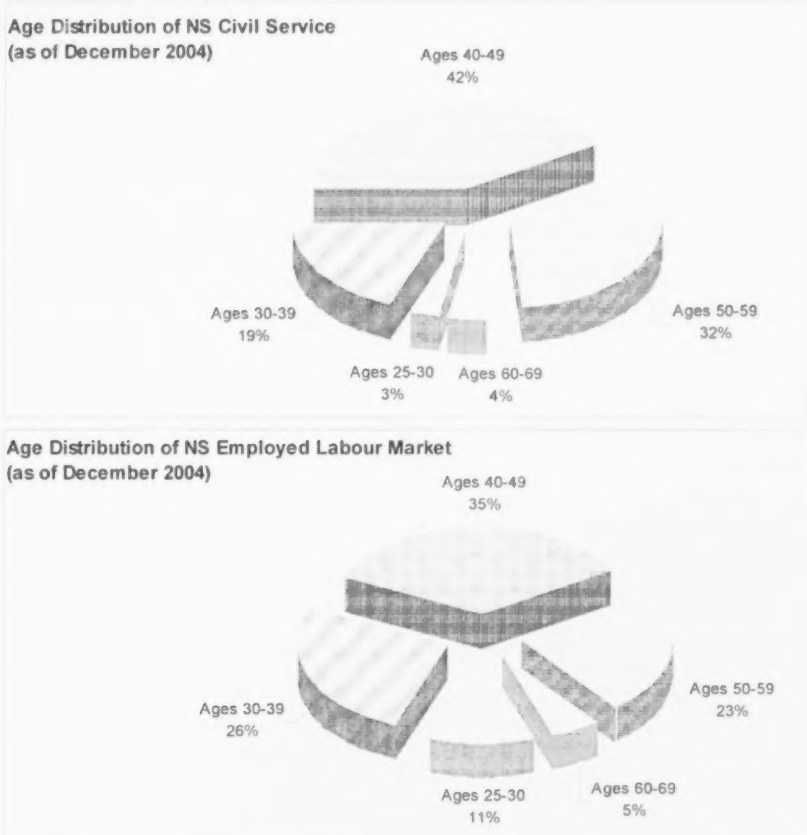

Figure 1

population, more work is needed. It may also indicate that efforts to retain younger and mid career employees will need to be intensified.

Gender Distribution and Occupational Groups

The gender distribution has remained constant over the past few years with a 58% female / 42% male distribution (as of December 31, 2004). With respect to part-time and job share positions, females account for 93% of these positions, and males account for 7%[11].

[11] A part-time position is less than 70 hours bi-weekly, and a job-share is when two persons share one position typically 50% of the time. As of December 31, 2004 there were 142 part-time and job-share positions in the civil service.

The largest occupational groups in the civil service are the professional (28%) and clerical (25%) groups. The two other large occupational groups in the civil service are technical (17%) and management (17%). (Management group includes employees with and without management responsibilities). The gender distribution for the clerical group is predominately female (93% female & 7% males), and the gender distribution for the technical group is predominately males (72% males & 28% females) *(see figure 2).*

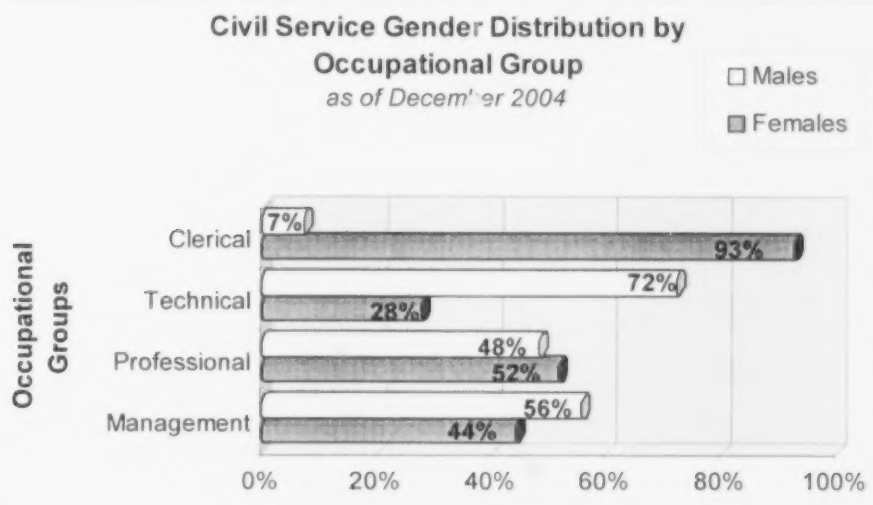

Figure 2

In June 1999, the gender distribution for senior management[12] in civil service positions was 71% males to 29% females. As of June 2004, this distribution had changed to 63% males and 37% females (June 2004 HRMS). This increase of 52% for females in senior management positions is as a result of government's interest in having a more balanced gender distribution among senior and non-traditional position in government.

Diversity

By creating a diverse workplace, a greater representation of the people we serve is achieved. Through this representation, our workforce can provide enhanced service. The designated group demographic information that is available is based on self-identification. With this in mind, it's probable that designated groups statistics under- report the diversity of our civil service workforce.

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[12] The Public Service Commission defines the term "senior management" as all Civil Service positions rated at MCP 26 or higher and having titles of Director and Executive Director or higher. The total number of senior managers was 231 (June 1, 2004 - HRMS).

That said, the NS civil service workforce has a 9% population of self-identified designated groups[13]. These groups consist of the following; Aboriginal Persons (.6%), Blacks (2.2%), Other Racially Visible (.9%), and Persons with Disabilities (5.3%).

All these groups, as a percentages of the total civil service population, have remained constant over the past five years, with the exception of persons with disabilities which has had a .74% decrease since 2000. Furthermore, comparing the civil service designated groups population (December 2004) to the NS Working Age designated group population[14] *(see figure 3)*, suggests that more work is necessary in the field of diversity management, in fact, in 2004-2005 government approved the creation of an additional Diversity Advisor and a number of government departments implemented their own department specific affirmative action plans. In the same year government's affirmative action inventory was revitalized and has begun to serve as a key element on a new diversity talent pool. In the final months of 2004 - 2005 some 15 self identifying individuals of designated Affirmative Action groups found employment with the provincial govenment through this vehicle. Diversity management programs will continue in the 2005-2006 fiscal year, and likely intensify given that to be a diverse workforce is one of only five goals set out in the governments new HR plan.

Many other considerations must also be addressed as we speak of a diverse workforce, such as language, gender and generational differences. As the Public Service Commission examines our role in human resource management, we need to support our clients in adaptative recruitment, attraction, and retention strategies to help meet the demand of labour shortages and create a diverse culture and workforce within the public service.

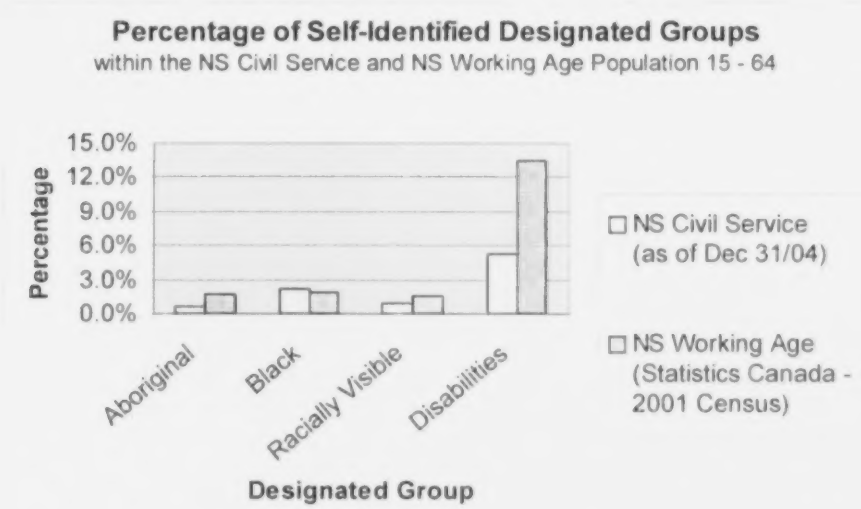

Figure 3

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[13] Source: HRMS, Affirmative Action Report as of December 31, 2004.

[14] Source: Statistics Canada Census 2001

Budget

The Public Service Commission's budget has increased to $7,482,000 for 2005-2006 from $4,863,000 in fiscal 2004-2005. This department level "increase" is almost entirely the result of the enhancement of human resources related programming associated with the implementation of the Human Resources Plan, and the transfer of benefits administration responsibilities and staff from the Department of Finance to the Public Service Commission.

Strategic Goals

The 2005-2006 strategic goals for the Public Service Commission are:

- To lead the development of human resource policies, programs and services that influence and encourage a culture of service excellence
- To lead in the development of a dynamic, diverse, sustainable, and committed workforce that meets current and future public service needs
- To champion a healthy, safe and supportive work environment across the public service
- To provide direction and support regarding the consistent application of human resources policies, programs, and practices across the Public Service

Core Business Areas

The core business areas are a collection of key programs designed to achieve our strategic goals and the mandate of the Public Service Commission. The programs are organized by activities with measurable outcomes to address the identified needs of our clients.

Internal programs administered through Corporate Services Units, such as finance, human resource, legal, communications and information technology are not core business areas. Each core business area is responsible for a portion of the Public Service Commission total budget.

The core business areas within the Public Service Commission are:

Leadership and Coordination

The objectives of this core business area are to research, develop, advise, lead, and implement human resource management policies, procedures and practices, then evaluate and audit their implementation and performance in the workforce. These operating functions are mainly performed by two divisions: Planning & Coordination and Evaluation & Audit.

These divisions have programs to achieve their objectives and the priorities of government. These programs are:

- Executive Leadership
  This program's objective is to lead and oversee the Public Service Commission, ensuring it meets its statutory obligations and supports government in its achievement of corporate goals.

- Legislation and Policy
  This program's objective is to provide leadership and support in the development and coordination of departmental, Government-wide and intergovernmental human resources legislation and policies.

- Planning & Financial Management
  This program's objective is to plan and finance the strategic goals of the Public Service Commission and demonstrate accountability for progress achieving these goals.

- Information Management
  This program's objective is to provide information, research, and human resources data to support human resources management, workforce planning, and effective decision-making.

- Administration Services
  This program's objective is to provide administrative services to the Public Service Commission in accordance with government legislation/regulations, policies and directives to enable the Public Service Commission to achieve their goals and program objectives.

- Evaluation
  This program's objectives is to assess the relevance and effectiveness of human resources policies and programs, including an assessment of risk and alignment with departmental and Government-wide priorities, providing accurate, objective, evidence-based information to support effective decision-making.

- Audit
  This program's objectives is to assess the efficiency and effectiveness of, and compliance with, human resources policies and programs, providing accurate, objective, evidence-based information to support effective decision-making.

Employee Relations

The objectives of this core business area are to represent the interests of Government as an employer with respect to its direct employees, and to provide advice, guidance, training, and leadership to Government and to consult on similar issues with organizations in the broader public sector. These objectives include collective bargaining, and setting terms and conditions of employment for non-bargaining unit employees. These operating functions are mainly performed by two divisions, Staff Relations and Compensation and Benefits.

These divisions have programs to achieve their objectives and the priorities of government. These programs are:

- Staff Relations
  This program's objective is to represent the interests of Government as an Employer with respect to its direct employees, and provide advice, guidance, training, and leadership to Government Departments. The components of this program are: Labour Relations, Collective Bargaining, and Grievance Arbitration and Adjudication.

- Compensation and Benefits
  This program's objective is to ensure fairness, consistency, and relativity of compensation and benefit policies, practices, and guidelines. The components of this program are: Job Evaluation and Classification, Compensation Design and Program Administration, and Benefits Administration.

Strategic Human Resource Management
The objectives of this core business area are to focus on recruiting, developing and retaining skilled and effective public servants through key human resource programs and services. These operating functions are mainly performed by two divisions, Strategic Support Services and Innovation and Growth.

These divisions have programs to achieve their objectives and the priorities of government. These programs are:

- HR Planning
  This program's objective is to ensure that the required leadership and people resources are available for Government to achieve its business and corporate goals. The components of this program are: HR Planning, Succession Management, Leadership Development, Training and Development and Career Planning.

- Organizational Effectiveness/Development
  This program's objective is to build government's organizational capacity for achieving its business and corporate goals. The components of this program are: Organizational Design, Change Management and Performance Management.

- Attraction and Retention
  This program's objective is to develop a dynamic and committed public service dedicated to providing quality services to Nova Scotians, by attracting, recruiting, and retaining the right people at the right time. The components of this program are: Diversity Management, Youth Recruitment, Executive Recruitment, General Recruitment and Rewards and Recognition.

- Employee Safety, Wellness, and Health Promotion
  This program's objective is to promote and support a safe and healthy work environment that encourages the well-being of employees. The components of this program are: Employee Assistance Program (EAP), Occupational Health and Safety

(OHS), Ability Management, and Employee Healthy Workplace Programs.

2005 - 2006 Priorities

Based on the strategic goals and objectives described above, the Public Service Commission's priorities for 2005-2006 are:

- **Corporate Human Resource Plan**
  The Corporate Human Resource Plan will assist departments in the continued development and future availability of a knowledgeable, dedicated, diverse and service-oriented workforce to meet these needs.

  In 2005 - 2006, under this priority, the Public Service Commission will focus on the following activities:
  - to lead communication and implementation of the Corporate Human Resource Plan, cooperatively with all line departments and the HR Forum.
  - to monitor and report regularly on the degree and impact of the plan's implementation.

- **Diversity Management**
  The changing demographics of our society and the aging of our workforce provide the impetus for taking a more proactive diversity management approach. As well, the unique background of each employee enriches and diversifies the civil service, incorporating differing perspectives and individual approaches to duties to form a creative, innovative and productive workforce. As one of Nova Scotia's largest public sector employers, the government has a responsibility to serve the province's diverse population. Addressing diversity in government departments, agencies, boards and commissions enables employees to perform to their full potential, in a respectful and supportive environment, and to serve the public more effectively with the cultural competencies that are essential today.

  In 2005 - 2006, under this priority, the Public Service Commission will focus on the following activities:
  - to develop a strategic plan to provide departments with required tools for implementing a Diversity Management Plan,
  - to establish a Diversity Round Table,
  - to provide a dedicated resource to departments to assist them in developing diversity plans, and
  - to develop and administer a survey instrument and baseline data.

- **Attraction and Retention Strategy**
  In order to provide for future client needs, we must ensure that the public service is able to recruit and retain a talented labour force. These activities will be conducted in a very competitive market. During this time, we will be facing a workforce comprised of individuals with generational differences and needs therefore

challenging us to research, develop and implement best practices and alternate programs in the area of attraction and retention.

In 2005 - 2006, under this priority, the Public Service Commission will focus on the following strategies:
- to develop new ways of promoting the public service as an exciting and challenging career option, including the development of programs that can assist departments in recruiting talent to their program delivery areas,
- to develop and introduce practices and programs that recognize employee contributions and encourage them to continue the public service commitment.

- **Build Leadership and Professional Capacity**
The Nova Scotia Public Service has been facing pressures in the labour market, workplace environment, and leadership pressures. There must be a community of public service leaders who can provide strategic leadership, as well as excellence in public administration. The focus on building leadership and professional capacity is to develop our leaders so they can lead us to achieve excellence in the public service.

In 2005 - 2006, under this priority, the Public Service Commission will focus on the following strategies:
- to implement a corporate succession management framework that includes building leadership and professional capacity for career advancement.
- to develop an HR strategy for professional groups in government, including implementation of the HR strategy for the Financial Community and developing an HR strategy for the HR Community.

- **Healthy Workplace Strategy**
As previously mentioned in the business plan, we must ensure that our employees are provided with a work environment that is safe and supportive. This priority will focus on healthy workplace programming that is comprehensive in nature. In this instance, comprehensive implies that three elements - individual health, psycho-social environment and physical environment - will be included.

In 2005-2006, under this priority, the Public Service Commission will focus on the following strategies:
- to build a capacity for leading departmental healthy workplace programs,
- to develop tools that departments can apply in their organizations which will help them with essential elements to a successful culture are flexible work options and zero tolerance of workplace harassment in all its forms
- to ensure that employees are protected from workplace illness or injury through development and maintenance of corporate programs and policies.

- **Collective Bargaining**
The Public Service Commission represents the interests of Government as an employer with respect to its direct employees, and to provide advice, guidance, training, and leadership to Government and to consult on similar issues with

organizations in the broader public sector.

In 2005 - 2006, under this priority, the Public Service Commission will focus on the following activities:
- to continue to provide leadership which includes serving as bargaining agent with respect to collective bargaining in the public service as defined by the PSC legislation. Negotiations within this fiscal year will include civil service master agreement, EDC (Agricultural College) collective agreement, and the highway workers collective agreement.
- to continue to provide leadership and coordination with respect to collective bargaining in the broader public service, by maintaining regular contact and consultation with other government departments and as appropriate, directly with public service agencies regarding collective bargaining in the broader public sector that is funded by government.

- **Human Resource Policy Review**
The Public Service Commission provides leadership and support in the development and coordination of departmental, and government-wide human resource legislation and policies. This priority is a multi-year project to review and revise existing corporate human resource policies and to develop new corporate human resource policies.

In 2005 - 2006, under this priority, the Public Service Commission will focus on the following activities:
- to assess existing policies, identify policy gaps, and prioritize policy initiatives; and,
- to develop and implement the action plan to address these policy deficiencies, establishing working teams as required.

Budget Context

Public Service Commission			
Program and Service Area	**2004-2005 Estimate** ($thousands)	**2004-2005 Forecast** ($thousands)	**2005-2006 Estimate** ($thousands)
Net Program Expenses			
Leadership and Coordination	$1,500.0	$1,560.2	$1,772.1
Strategic Human Resource Management	$2,114.0	$2,084.2	$4,208.8
Employee Relations	$1,249.0	$1,122.6	$1,501.1
Total Net Program Expenses	$4,863.0	$4,767.0	$7,482.0
Provincially Funded Staff (FTEs)	89.4	85.6	112.5

Outcome Measures

1.0 STRATEGIC GOAL: To lead the development of human resource policies, programs and services that influence and encourage a culture of service excellence				
Short-Term Outcome (PSC)	**Measure**	**Base Yr Data**	**Target & Target Yr**	**Strategies to Achieve Target**
An effective performance management framework and leadership competencies that support a culture of service excellence	% of MCP employees who participate in annual performance reviews	98% (2004 HRMS Data)	maintain (Yr 05/06)	→ Corporate Human Resource Plan (*Priority*) → Performance Management (*Priority: Build Leadership and Professional Capacity)*
	% of employees who feel they get feedback from their supervisor about their work performance	58% Favorable (2004 Employee Survey)	increase (Yr 05/06)	
Effective tools that support a culture of service excellence and ensure business continuity	% of government departments who use an orientation program toolkit	Base year data to be established in 05/06	---	→ Business Transformation Program → Corporate Orientation Program Toolkit → Leadership Competencies (*Priority: Build Leadership and Professional Capacity)* → Succession Mgmt / HR Planning (*Priority: Build Leadership and Professional Capacity)*
	# of government employees who download the orientation program toolkit	Base year data to be established in 05/06	---	
Clear and timely information sharing among groups within the PSC	% of employee's satisfied with communication within the PSC	16% agree (PSC Communication Survey March 2005)	increase (Yr 05/06)	→ PSC Communication Plan → Employee Survey: PSC Committee
	% of employee's who feel communication within the PSC is timely	19% agree (PSC Communication Survey March 2005)	increase (Yr 05/06)	
	% of employee's who feel communication within the PSC is easy to understand	37% agree (PSC Communication Survey March 2005)	increase (Yr 05/06)	

2.0 STRATEGIC GOAL: To lead in the development of a dynamic, diverse, sustainable, and committed workforce that meets current and future public service needs

Short-Term Outcome (PSC)	Measure	Base Yr Data	Target & Target Yr	Strategies to Achieve Target
Increased quality and quantity of applicants of the designated groups in the affirmative action inventory/talent pool	# of diversity group applicants appointed from the affirmative action inventory/talent pool and overall demographics	# from 04/05 9% to total	18% - 2005	• Summer Diversity/Female Mentorship Programs • Career Starts Program • Diversity Management *(Priority)*
	% change in diversity group applicants to the career starts program	Base year data to be established in 05/06	---	
Employees understand the benefits of public service	% of employees who would stay in Government even if offered similar job with better compensation elsewhere	46% Favorable (2004 Employee Survey)	increase (Yr 06/07)	• Corporate Human Resource Plan (*Priority*) • Rewards & Recognition Tool Kits • Human Resource Policy Review (*Priority*) • Collective Bargaining (*Priority*) • Performance Management Program *(Priority: Build Leadership and Professional Capacity)* • HR Planning Strategy *(Priority: Build Leadership and Professional Capacity)*
	I am compensated fairly for my job	48% Favorable (2004 Employee Survey)	increase (Yr 06/07)	
Public opinion of public service improved	position survey results	05/06	2010	

2.0 STRATEGIC GOAL: To lead in the development of a dynamic, diverse, sustainable, and committed workforce that meets current and future public service needs

Short-Term Outcome (PSC)	Measure	Base Yr Data	Target & Target Yr	Strategies to Achieve Target
Ensure quality corporate training programs are promoted and effective for our workforce	Overall satisfaction indicator in Corporate Training Calendar course/module evaluation forms	Base year data to be established in 05/06	---	• Training & Development (Learning Management Systems) • Employee Survey • Leadership Continuity Program • Course Evaluation Methods • Corporate Human Resource Plan (*Priority*)
	# of days of internal training taken by employees divided by the total internal training hours available (as per the Corporate Training Calendar)	Base year data to be established in 05/06	---	
Effective leadership development programs for our workforce	Overall satisfaction indicator in Leadership Development Program course/module evaluation forms	Base year data to be established in 05/06	---	• Leadership Development Program • Corporate Human Resource Plan (*Priority*)
Encourage and provide opportunities to self-identify at various times throughout their employment	% of employees who self identified in designated groups (excluding gender)	9.0% of the c/s population is in a designated group (Mar/04)	increase (Yr 06/07)	• Diversity Management (*Priority*) • Corporate Human Resource Plan (*Priority*)
Designated group members and their communities are aware of the entrance programs offered through the PSC	# of proposals/requests for entrance into the Summer Diversity/Female Mentorship Programs	Base year data established in 04/05	---	• Summer Diversity/Female Mentorship Programs
Departments understand their responsibilities regarding diversity management	# of department affirmative action plans submitted	Base year data to be established in 05/06	---	• Corporate Human Resource Plan (*Priority*) • Human Resource Policy Review (*Priority*) • Diversity Management (*Priority*)
	# of new employees attending diversity courses to # of new employees in government	Base year data to be established in 05/06	---	

3.0 STRATEGIC GOAL: To champion a healthy, safe and supportive work environment across the public service				
Short-Term Outcome (PSC)	**Measure**	**Base Yr Data**	**Target & Target Yr**	**Strategies to Achieve Target**
An effective and efficient toolkit that helps departments attracts and retains from diverse populations	Employees in my department are respectful of employee differences	59% Favorable (2004 Employee Survey)	increase (Yr 06/07)	• Diversity Management (*Priority*) • Affirmative Action Policy Review • Corporate Human Resource Plan (*Priority*) • Healthy Workplace Strategy (*Priority*)

4.0 STRATEGIC GOAL: To provide direction and support regarding the consistent application of human resources policies, programs, and practices across the Public Service				
Short-Term Outcome (PSC)	**Measure**	**Base Yr Data**	**Target & Target Yr**	**Strategies to Achieve Target**
Increased awareness of Government consistency with HR policies, programs, and practices	# of audit reports that comment on the performance of government's compliance with HR policies, programs, and practices	Base year data to be established in 05/06	---	• Audits Rotating Schedule / Audits • Business Transformation Project
Increased information available to be used for better decision-making	# of systems developed which provide information for decision-making	Base year data to be established in 05/06	---	• Employee Survey • Client Satisfaction Assessment System • Business Transformation Program - Control Framework • Audits/Evaluations
Encourage DM mandate letters template to include an HR component	% of DM mandate letters with HR component	Base year data to be established in 05/06	---	• Corporate Human Resource Plan (*Priority*)
HR metric/data report is comprehensive, accurate, relevant and contributes to effective HR related decision making	# of HR report cards delivered to departments annually	HR Report under development	Quarterly release of HR Report Card to Departments	• Human Resource Policy Review (*Priority*) • Corporate Human Resource Plan (*Priority*) • Effective demonstration and utility of COGNOS • Development and implementation of HR Report Card
	# of chapters added to the HR report card annually	One chapter in 04/05 (HR Report under development in 04/05)	increase by two chapters in 05/06	